



INVESTING IN OUR EMPLOYEES

RETENTION STRATEGIES
FOR THE
MISSOURI

DEPARTMENT OF
MENTAL HEALTH

#STAYCONNECTED 

Who We Are:

MO DEPARTMENT OF MENTAL HEALTH



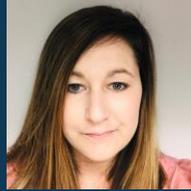
Joe' Albright
SWCS Residential
Services Coordinator



Kristina Smith
KSRO Community
Specialist



Jennifer Hanes
FSH HR Manager



Mandy Hulet
ASRO Community
Specialist



Jessica Bounds
Central Office DBH
Program Coordinator



Trina Cookson
DD Associate QE
Director



Bobbi Summers
Program Specialist
DBH Community
Operations



Sheila Wunning
SLDDTC
Superintendent &
Workgroup Mentor



THE DEPARTMENT OF MENTAL HEALTH:

**THE DMH SUPPORTS RECOVERY,
INDEPENDENCE, AND SELF-
SUFFICIENCY OF MISSOURIANS
WITH MENTAL ILLNESS AND
DEVELOPMENTAL DISABILITIES.**

The Department of Mental Health:

DMH is composed of 60% direct care support job classifications, including LPNs and RNs.

Our focus is on these positions because:

- Provides direct care to the individuals served
- Health and safety
- Largest classification for DMH
- Highest turnover rate
- Difficult to recruit

Employee retention benefits:

- Improved services to those receiving direct care due to increased capabilities
- Enhanced morale
- Decreased costs

DMH Turnover Data

DMH Department Turnover (all classifications) is 30.2%

Front Line Staff turnover for Department:

- Security Aide I – 39.9%
- Psychiatric Technician I – 60.6%
- Developmental Assistant I – 44.9%

Vacancy Rate for staff RN statewide is 10%; DMH vacancy rate for RN is 37.3%



**MO
RETENTION
DATA**

Staff Experience

According to a DMH Legislator Briefing (01/19)

- In 2016, MO providers for DD services experienced a 60.4% turnover rate for Direct Support Professionals (DSPs) with only 61.5% of staff having provided services for more than 12 months
- 28.9% of DSPs employed for 12 or more months separated after 1st year

DMH has over a third of DD direct care workforce with less than 1 year of experience



**MO
RETENTION
DATA**

Future Predictions

- The Society for Human Resource Management (SHRM) is reporting 1,179,600 new jobs in home health and professional care aides by 2026.
- Impact of additional jobs will have a huge impact on DMH's ability to hire and retain good, quality staff.
- Private employers are offering higher wages for jobs that are less demanding.
- Current DSPs (DAIs) average salary is \$11.56/hour. With the 3% COLA in January, the hourly rate will raise to \$11.90/hour. The Missouri Minimum wage will be \$11.25/hour in 2022 and then \$12.00 in 2023. The rate will be indexed with the CPI after 2023.

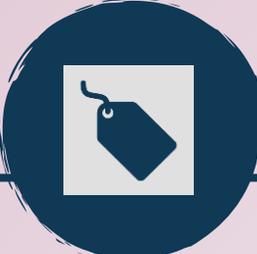
**MO
RETENTION
DATA**

FINAL TURNOVER COST CALCULATION							
Calculated Total Turnover Cost for DAI Employee \$21,349			Estimated Annual Cost of Turnover		\$17,655,623		
Departing Employee Annual Base Salary*	\$24,045		Number of Days until Position is Filled		30		
Calculated Annual Benefits	\$22,163		Calculated Daily Cost of Covering Vacancy		\$176		
Calculated Monthly Salary +Benefits	\$46,208		Calculated Total Cost to Cover the Position		\$5,280		
Calculated Daily Salary +Benefits**	\$176.00						
HR Salaries (Recruiter, PC, PA)	\$60,000		Trainers Annual Salaries		\$70,000		
Calculated HR Hourly Rate	\$28.00		Calculated Trainers Hourly Rate		\$264		
Cost of Advertising	\$1,000		Total Training Days		10		
Cost of Resume Screening (16 hours)	\$448		Calculated Total Onboarding/Orient Costs		\$2,640		
Cost of Interviews (40 hours)	\$1,120						
Cost of Background Checks	\$125						
Calculated Total Cost to Fill Vacant Position	\$2,693		Calculated Daily Employee Costs		\$176		
			Number of Working Days in First 3 Months		60		
			Calculated Productivity Cost		\$10,560		
							\$13,200
*Based on ave. DAI salary (\$11.56/hr)							
**Based on 8 hour Shifts/40 hours per week							

THE COST OF LOSING AN EMPLOYEE



Employee
Notice Period:
\$176



Vacancy:
\$2,693



Cost to Fill:
\$5,280



Onboarding:
(Orientation & Productivity)
\$13,200



Total Cost:
(Losing one DA staff)
\$21,349

Why are we seeing staff turnover?

REASONS FOR STAFF TURNOVER:

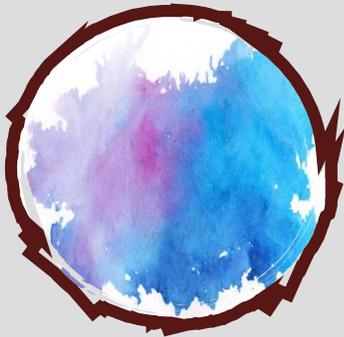
- Salary
- Stress
- Mandatory overtime
- Work conditions
- Lack of teamwork/lack of communication
- Retirements

Critical Issues & Key Concerns



How are staff shortages and turnover effecting the individuals served, the DMH, and the community?

The effects on the individuals served by DMH:



Reduced Continuity
of Care



Increase in Health
and Safety Risks



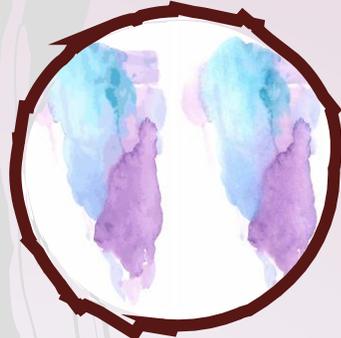
Lack of Activities
(which may lead to undesirable behaviors)

How are staff shortages and turnover effecting the individuals served, the DMH, and the community?

The effects on the DMH:



Increased Personnel Expenses



Cost of Overtime



Low Morale



Safety Issues

How are staff shortages and turnover effecting the individuals served, the DMH, and the community?

The effects on the community:



Bad reputation for being an undesirable place to work.



Reduced community contribution from individuals receiving services.

EMPLOYEE RETENTION STRATEGIES:

- **EFFECTIVE RECRUITMENT AND HIRING**
- **TRAINING AND DEVELOPMENT**
- **PEFORMANCE AND MENTORING**

EMPLOYEE RETENTION STRATEGIES:



EFFECTIVE RECRUITMENT & HIRING

- Motivated
- Dedicated
- Understanding essential job duties
- Adequate number of applicants
- Open interviews with a specific date and time
- Videos of job duties

EMPLOYEE RETENTION STRATEGIES:



TRAINING & DEVELOPMENT

- Core training would include both classroom training and observation
- Engage/Reflect
- Employee development
 - MO LinkedIn Training

EMPLOYEE RETENTION STRATEGIES:



PERFORMANCE & MENTORING

- Mentoring implemented statewide
 - Time limited for initial six months
 - After traumatic event, i.e., employee assaulted
 - Employee misconduct
- Collect data to determine results of implementation

PEER MENTORING:

Statewide Implementation Process

- Connect one on one and face to face
- Peer to Peer Mentoring
- Connect with mentor and mentee twice a month for six consecutive months
- 1st Connection to begin within 7 days of General Orientation
- Official Stay Connected Guide
- MO Better Government



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LinkedIn Training

- [Matching Mentors and Protégés](#)
- [Being a Good Mentor](#)
- [Mentor Others](#)

MENTORING: RESEARCH TO SUPPORT SUCCESS

- Nearly 90% of employees decide to stay or leave within the first six months of employment.
- Engaged employees are five times less likely to quit.
- Mentoring programs have become mainstream.
 - New employees with mentors become more knowledgeable about the organization thus more engaged.
- Up to 79% of millennials see mentoring as crucial to their success.
 - Millennials will make up about 75% of the workforce by 2025.
- Retention rates were significantly higher for mentees (72%) and for mentors (69%) than for employees who did not participate (49%) in a mentoring program.
 - Peer mentoring is often the best approach for new employees.

MAIN OBJECTIVE OF MENTORING PROGRAM

Provide new employees with a feeling of connection to Department Of Mental Health and align them with the specific culture of each organization.

- Statistically, employees who feel a sense of connection to their employer and colleagues demonstrate more profitability and feel empowered to perform their best work.
- Highly engaged teams show a 21% more profitability (taken from an article at [Forbes.com](https://www.forbes.com)).



MENTOR CHARACTERISTICS

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- Provides guidance and constructive feedback.
- Respected by colleagues and employees in all levels of the organization.
- Sets and meets ongoing personal and professional goals.
- Values the opinions and initiatives of others.
- Motivates others by setting a good example.
- Willingness to share skills, knowledge, and expertise.
- Demonstrates a positive attitude and acts as a positive role model.
- Takes a personal interest in the mentoring relationship.
- Exhibits enthusiasm in the field.
- Values ongoing learning and growth in the field.

GOAL OF MENTORSHIP:

- Build relationship between mentor/mentee.
- Increase knowledge of organization.
- Establish workplace connections.
- Find common interests.
- Develop positive attitudes
- Commit to continued learning
- Gain guidance and feedback
- Become loyal employees
- Provide honest feedback
- Contribute to the culture and continued success of the organization

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MENTOR PROCESS:

1. Interested staff will completed a Mentor application
2. Mentor committee to review and approve applications
 - Committee will be comprised of administrative staff designated by each facility.
3. Basic requirements to be mentor
 - Must have one year of employment with DMH
 - Must have met all requirement of position within the last year
 - Be in good standing
4. Mentors are expected to complete LinkedIn Training prior to participating in program.
 - Completion must be verified with certificate
5. Guide to Staying Connected provided to all Mentors
6. Upon completion of program all Mentees will complete a post survey

GUIDE TO STAYING CONNECTED:

An instruction guide will be provided to all Mentors. This guide will allow for structured program and assistance to Mentors to establish contact with Mentees, make first connections, and set expectations for the program.

General Information about mentorship:

- Format should be 1:1.
- A minimal of two face-to-face meetings should be scheduled per month.
- Each connection should last approximately 15 minutes.
- This program is designed to last for the first 6 months of employment.



GUIDE TO STAYING CONNECTED:

Guide will provide sample Connection questions that can be utilized to aid in relationship development, employee development, and maintenance of connections made. Over the course of the program 12 connections will be made.



Connection 1 (Held within two weeks of start date and general orientation)

- Introductions, setting expectations, and scheduling of remaining 11 connections will be completed during this connection.



Connections 2-5

- Focus on relationship development and development of informed and connected employee.



Connections 6-11

- Goal development, goal follow-up, relationship maintenance, and development of informed and connected employees.

FINAL CONNECTION:

This will be held by the end of the six months.

Celebrate successful completion of mentorship program

- Review goals met
- Review connections made
- Review any struggles or set-backs

Create a plan for ongoing connection

- Plan will be specific to the Mentee and their ongoing needs. This could be continued informal mentorship, development of a peer mentor, or no further mentoring needed.

Mentorship Survey

- Mentor will give Mentee the survey to be completed. Mentee has 5 business days to complete the survey and submit to designated staff at each facility. Surveys are anonymous but considered mandatory components for the completion of this program. Designated staff will track who turns in the survey, but there will no identifying information on the survey itself.

At the completion of the 6 month Mentorship Program:

- Brief satisfaction survey will be completed by each mentee to evaluate program.
- Data will be collected from staff turnover rates of the employees who have entered the mentorship program compared to previous rates.

MEASURING SUCCESS
#STAYCONNECTED 

SUMMARY:

DMH is composed of 60% direct care support job classifications, including LPNs and RNs.

- DMH Department Turnover (all classifications) is 30.2%.
 - Security Aide I – 39.9%
 - Psychiatric Technician I – 60.6%
 - Developmental Assistant I – 44.9%
- Monetary Cost of Losing ONE Developmental Asstistant: \$13,200
- Mentoring Programs: Retention rates were significantly higher for mentees (72%) and for mentors (69%) than for employees who did not participate (49%) in a mentoring program.
- MO DMH Mentor Program: Multiple locations have begun a mentoring program, let's get MO DMH to **#STAYCONNECTED** with the official Stay Conntected Mentoring Program!

INVESTING IN OUR EMPLOYEES

"The use of effective interventions without implementation strategies is like serum without a syringe; the cure is available but the delivery system is not."

– Fixsen, Blase, Duda, Naoom & Van Dyke, 2010

Department
of Mental
Health



RESOURCES

- <https://hbr.org/2011/08/keeping-great-people-with-thre.html>
- <https://gethppy.com/employee-engagement/how-does-mentoring-impact-employee-retention>
- <https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1120&context=student> – retention statistics
- <https://www.sciencedirect.com/science/article/abs/pii/S8755722307002475>
- <https://hbr.org/2011/08/keeping-great-people-with-thre.html>
- <https://mccarthymentoring.com/why-mentoring-what-the-stats-say/>
- <https://www.successfactors.com/resources/knowledge-hub/why-mentors-matter.html>
- <https://www.forbes.com/sites/nazbeheshti/2019/01/23/improve-workplace-culture-with-a-strong-mentoring-program/#2181375876b5>
- <https://franchisegrowthpartners.com/top-10-qualities-of-a-good-mentor/>
- <https://dmh.mo.gov/opla/docs/2019-legislator-briefing.pdf>
- <https://mccarthymentoring.com/why-mentoring-what-the-stats-say/>
- http://links.govdelivery.com/track?type=click&enid=ZWFzPTEmbWFpbGluZ2lkPTIwMTkwNzMxLjg2NjA2MDEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwNzMxLjg2NjA2MDEmZGF0YWJhc2VpZD0xMDAxJnNlcmllhbD0xNzUwMDY2NCZlbWFpbGlkPWtyaXN0aW5hLnNtaXRoQGRtaC5tby5nb3YmdXNlcmllkPWtyaXN0aW5hLnNtaXRoQGRtaC5tby5nb3YmZmw9JmV4dHJhPU11bHRpdmFyaWF0ZUlKPSYmJg==&&&102&&&https://d34127eumllxi5.cloudfront.net/governor/messages/2019-07-31_QuarterlyPulseSurvey.mp4
- <https://dmh.mo.gov/opla/docs/2019-legislator-briefing.pdf>
- <https://bettergovernment.mo.gov/news/quarterly-pulse-survey-statewide-results-2-2019.html>